

30 May 1972

MEMORANDUM FOR: Mr. Tweedy, D/DCI/IC

SUBJECT: IG/PPB Study on Agency Evaluation Systems and  
Related Preliminary Paper for DCI Planning Conference

1. As part of the ground work for the PRG project on S&T intelligence production, we are attempting to obtain some specific documentation in terms of recent efforts. The attached MOR relates to the papers mentioned in the subject above.

2. In summary, I need your help in:

a. Asking Mr. Broe or Mr. Colby for a copy of the IG/PPB study on Agency Evaluation Systems.

b. Having you loan to me your copy of the preliminary planning paper on the study which, as I understand it, is among the papers given to you for the DCI Planning Conference.

[REDACTED]  
PRG/IC

25X1A

Attachment:

MOR, 30 May 72, Subj:  
Meeting with O/PPB Reps

PRG/IC [REDACTED] 30 May 72

Distribution:

orig - addressee

1 - [REDACTED] chrono

1 - PRG chrono

① - PRJ Project 11-72

1 - [REDACTED]

30 May 1972

MEMORANDUM FOR THE RECORD

SUBJECT: Meeting with O/PPB Representatives re Agency  
Evaluation Systems

REFERENCE: PRG Project No. 11-72, "The Production of  
S&T Intelligence

1. A meeting was held this date with [ ]  
[ ] of the Office of Planning, Programming, and Budgeting, attended  
by [ ] and the undersigned from PRG/IC.

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2. The purpose of the meeting was to discuss the IG/PPB  
study on Agency Evaluation Systems done by [ ] O/IG,  
and [ ] as part of our preliminary investigations in connection  
with the above referenced PRG project.

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3. In summary, [ ] have prepared a  
set of questions for finished intelligence producers in the  
Agency, copy of which is attached. They have also prepared an  
expository paper on the responses which they obtained from  
the questions, which is part of the above mentioned IG/PPB study.  
The study has gone to Mr. Broe, Inspector General, and Mr. Colby,  
Executive Director-Comptroller.

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4. PPB [ ] also prepared a preliminary paper for  
the DCI Planning Conference of 19-21 May on the study and on future  
efforts.

5. [ ] and I discussed at some length with [ ]  
and [ ] the entire study and a range of problems related to the  
study and evaluation systems in general.

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6. We plan to ask Mr. Tweedy to request a copy of the IG/PPB  
study, either from Mr. Colby or Mr. Broe, so that we can examine it  
and assure that we are not covering the same ground. I will also  
ask Mr. Tweedy for the loan of his copy of the preliminary paper  
based on the study which was done for the planning conference.

[ ]

PRG/IC

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Attachment:  
Set of questions

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1. What types of finished intelligence publications does your component produce? In terms of input (man-hours/dollars), approximately what percentage of your analytic effort is devoted to each type? Which do you consider the most important?
2. How much of your finished intelligence is in response to direct requests by policy-makers; how much is self-initiated at the branch, division, and office level; how much is in response to standing requirements?
3. Who are the readers of your various reports outside the Agency? Of these, whom do you consider primary customers? How do you rank their importance in deciding how to fulfill competing requests?
4. How do you make managerial judgments about the relative importance of the various intelligence targets (topical and geographical) for which you are responsible.
5. How do you evaluate the finished intelligence produced by your component? What are the roles of qualitative and quantitative measures in your judgment? What indicators do you watch? Whenever your judgment is the basis of an evaluation, try to describe the underlying factors on which that judgment is based. Who does evaluation within your office? Please consider both your informal and formal methods and indicate the relative usefulness of each. Discuss any attempts you have made at evaluation in the past and the problems encountered.
6. What kind of feedback, if any, do you receive from your policy-makers? Is the feedback system formal or informal?
7. What do you believe is the basis on which your superiors at the Directorate level evaluate the finished intelligence you produce?
8. If you were to attempt to improve your evaluation process, what changes would you make? What constraints do you feel are imposed?
9. Do you presently evaluate the various intelligence collectors? Please consider any problems, technical and political, that are involved in this process.

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